

## TIM 50 BIS: Homework 2

### (Competitive Advantage and IS/IT; Cisco Case Study)

**Reading** (Work on the homework problems and do the readings in parallel):

- Laudon and Laudon, “EMIS”, Chapters titled “Achieving Competitive Advantage with Information Systems”, and “Achieving Operational Excellence....”;
  - Course Reader: Cisco Systems Case Study,
  - Course Reader, Messerschmitt, UNA, Chapters 4, 5
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### Homework Problems (Due Thursday, 13 July 2017)

For each problem below proceed in the following structured manner: define the problem; plan the treatment of the problem; execute the plan; draw conclusions.

#### 1. US Mobile Telephony (“cell-phone service provider”) Industry:

- Perform a Porter Analysis of the US Mobile Telephony (aka “cell-phone service provider” industry). What is the competitive strategy of each competitor in this industry.
- Pick one of the competitors in this industry, and for this competitor answer the following questions:
  - If this enterprise wants to automate the entire set of operations of the company (payroll, finance, HR, product design, manufacturing, supplier sourcing, supply chain, customer interactions, knowledge collection, etc. etc.), specify the types of application software it should use.
  - For each software type, specify the functions of the software. Also specify whether these functions are related to the primary or secondary activities of the business value chain.
  - List the software vendors for the different application types. What technology platforms does each vendor use to deploy the software.

#### 2. Cisco Systems Case Study:

Please read the case study *Cisco Systems, Inc.: Implementing ERP* and answer the following questions:

1. What were the reasons behind Cisco’s decision to deploy an ERP system?
2. What partners did Cisco choose for its ERP system and why?
3. What are the key challenges in implementing the ERP system at Cisco?
4. How did Cisco address these challenges?
5. What were some problems in the implementation of the ERP system at Cisco, and how could they improve?
6. Imagine that you were asked to lead an ERP deployment at another company,
  - a) What ideas would you borrow from Cisco’s ERP project?
  - b) What factors worked in Cisco’s favor that might not apply to other companies trying to do an ERP project?
  - c) What mistakes made by Cisco would you avoid and how?

## **TIM 50: Project Phase 1 (due on Tuesday, 11 July 2017)**

### Business Needs, Business Process, and Application Software Design

#### Tasks for Phase 1:

- For the company (firm) you have selected, do a Porter Analysis of the Industry in which the company is embedded.
- Create the business value chain for the company, clearly identifying key primary and support activities.
- Clearly state the business challenge/issue that your group plans to resolve using Information Systems and Information Technology. For this challenge, clearly identify the business needs (of the company), and the customer needs that need to be considered.
- Identify and flow-chart the important business processes that need to be automated with your team's software application.
- Define the software requirements (functions, features, etc.) for your application.
- Specify the application software and software vendor options that will meet (satisfy) the requirements listed in the previous step.
- What selection criteria would you use to choose between these options?
- Use the selection criteria to choose the combination of application software and vendor for the application.
- Do a **preliminary** specification of the IT technology to support your application.
- Document your work in a well-written and well-structured "Project Phase I report".
- Meet with the instructor on Wednesday, 7/12/17 to review your proposal.